



Accountable, Effective & Well-Managed Government

Focus Area All Funds Budget - \$140,801,991

Department	All Funds Departmental Budget
Office of the City Attorney	\$2,977,113
City Clerk and Clerk of Council	\$391,005
City Council	\$599,585
City Manager	\$2,140,359
Communications & Public Information	\$1,461,961
Finance Department	\$13,228,006
Department of General Services	\$15,180,566
Human Resources	\$4,313,872
Information Technology Services (ITS)	\$11,852,747
Office of Internal Audit	\$433,909
Office of Management and Budget (OMB)	\$1,274,989
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$85,220,784
Office of Performance & Accountability (OPA)	\$486,460
Office of Voter Registration & Elections	\$1,240,635

Office of the City Attorney



The Office of the City Attorney provides litigation services to enforce and defend city laws, agreements and regulations and to support petitions to protect children and adults in need of court ordered protection; processes Freedom of Information Act requests; drafts contracts, agreements, memorandums of understanding and ordinances; and provides general legal advice to City Council, boards and commissions and all city departments.

Department Contact Info

703.746.3750

www.alexandriava.gov/cityattorney/

Department Head

James L. Banks, Jr.

Office of the City Attorney



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$2,139,849	\$2,341,976	\$2,476,967	\$134,991	5.8%
Non-Personnel	\$898,240	\$599,294	\$500,146	(\$99,148)	-16.5%
Total	\$3,038,089	\$2,941,270	\$2,977,113	\$35,843	1.2%
Expenditures by Fund					
General Fund	\$3,038,089	\$2,941,270	\$2,977,133	\$35,843	1.2%
Total	\$3,038,089	\$2,941,270	\$2,977,133	\$35,843	1.2%
Total Department FTEs	14.00	15.00	16.00	1.00	6.7%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the City Attorney increases by \$35,843 or 1.2% from FY 2018.
- Personnel increases by \$134,991 or 5.8% due to annual merit and health insurance rate increases, offset by a decrease in retirement contribution rates and employee turnover.
- The FTE count increases by 1.00 FTE due to a conversion of a contract Assistant City Attorney to a permanent position. This position will provide ongoing updates to the City Code and Zoning Ordinance. The position will ensure that City law is adjusted to reflect the constant changes in state statutes, federal statutes and evolving case law at both the state and national level.
- The \$99,148 or 16.5% decrease in non-personnel reflects the conversion of the Assistant City Attorney position.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of clients satisfied with legal services provided by the City Attorney's Office</i>	-	93%	87%	90%	90%
<i>Number of city initiated cases litigated to enforce city laws, agreements and regulations, and recover damages</i>	191	149	279	200	200
<i>Number of petitions submitted to protect children and adults in need of court ordered protection (favorable trend: N/A)</i>	221	100	173	150	100
<i>Average number of days to respond to Freedom of Information Act (FOIA) requests</i>	6	6.5	7.6	6	5

Office of the City Attorney



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	15.00	\$2,941,270
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$20,223
All Programs An Assistant City Attorney position has been added to provide ongoing updates to the City Code and Zoning Ordinance. The anticipated annual salary for the position is \$85,000; with estimated benefits the total cost increases to \$115,620. The position originally was a contracted Assistant City Attorney position and will be converted to a permanent Assistant City Attorney. The current contract funding totals \$100,000. The conversion will provide additional capacity to help ensure that City law is adjusted to reflect all legal changes.	1.00	15,620
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	16.00	\$2,977,113

Office of the City Attorney



CITY ATTORNEY

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$2,139,849	\$2,341,976	\$2,476,967	\$134,991	5.8%
Non-Personnel	\$898,240	\$599,294	\$500,146	(\$99,148)	-16.5%
Total Program Expenditures (All Funds)	\$3,038,089	\$2,941,270	\$2,977,113	\$35,843	1.2%
Total Program FTEs	14.00	15.00	16.00	1.00	6.7%

SERVICES PROVIDED BY PROGRAM

Service	Description
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.
Code Compliance	Ensure compliance with appropriate federal, state and city provisions.
Petition	Petition the court to protect children and adults that are in need of court ordered protection.
Legal Counsel	Provide legal direction and support to City departments.
Public Record Requests	Respond to subpoenas and Freedom of Information Act requests.

City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The City Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

Department Contact Info

703.746.4550

www.alexandriava.gov/CityClerk

Department Head

Gloria Sitton

City Clerk & Clerk of Council



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$423,094	\$438,990	\$338,717	(\$100,273)	-22.8%
Non-Personnel	\$19,681	\$47,650	\$52,288	\$4,638	9.7%
Total	\$442,776	\$486,640	\$391,005	(\$95,635)	-19.7%
Expenditures by Fund					
General Fund	\$442,776	\$486,640	\$391,005	\$95,635	-19.7%
Total	\$442,776	\$486,640	\$391,005	(\$95,635)	-19.7%
Total Department FTEs	3.00	3.00	3.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the City Clerk and Clerk of Council decreases by \$95,635 or 19.7% from FY 2018.
- Personnel decreases by \$100,273 or 22.8% due to a reduction in retirement contribution rates and employee turnover.
- Non-personnel increases by \$4,638 or 9.7% due to maintenance fees for docket preparation services.

City Clerk & Clerk of Council



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	3.00	\$486,640
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$95,635)
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	3.00	\$391,005

City Clerk & Clerk of Council



CITY CLERK & CLERK OF COUNCIL

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$423,094	\$438,990	\$338,717	(\$100,273)	-23%
Non-Personnel	\$19,681	\$47,650	\$52,288	\$4,638	10%
Total Program Expenditures (All Funds)	\$442,776	\$486,640	\$391,005	(\$95,635)	-20%
Total Program FTEs	3.00	3.00	3.00	0.00	0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Docket Preparation & Distribution	Prepare and distribute items for Council consideration to members of Council and the public (manually and electronically) and to notify the public of items scheduled before Council in accordance with state and local laws.
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.

City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

Department Contact Info

703.746.4550

www.alexandriava.gov/Council

City Mayor

Allison Silberberg



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$486,924	\$523,250	\$532,940	\$9,689	1.85%
Non-Personnel	\$87,556	\$68,190	\$66,645	(\$1,545)	-2.27%
Total	\$574,479	\$591,441	\$599,585	\$8,144	1.38%
Expenditures by Fund					
General Fund	\$574,479	\$591,441	\$599,585	\$8,144	1.38%
Total	\$574,479	\$591,441	\$599,585	\$8,144	1.38%
Total Department FTEs	1.00	1.00	1.00	0.00	0.00%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the City Council increases by \$8,144 or 1.38% from FY 2018.
- Personnel increases by \$9,689 or 1.85% due to annual merit pay increases for Council aides, health insurance plan selection changes and health insurance rate increases.
- Non-personnel decreases by \$1,545 or 2.27% due to decreased printing and photocopying costs.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	1.00	\$591,441
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$8,144
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	1.00	\$599,585

City Council



CITY COUNCIL

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$486,924	\$523,250	\$532,940	\$9,689	2%
Non-Personnel	\$87,556	\$68,190	\$66,645	(\$1,545)	-2%
Total Program Expenditures (All Funds)	\$574,479	\$591,441	\$599,585	\$8,144	1%
Total Program FTEs	1.00	1.00	1.00	0.00	0%

City Manager



The Alexandria City Manager is appointed by the City Council to be the chief administrative officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating and capital budgets and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager is responsible for proposing an annual City Government and Schools operating budget as well as a multi-year City and School Capital Improvement Program. The City Manager is responsible for overseeing presentations of policy choices and proposed plans to City Council and then overseeing the implementation of policies and plans that City Council adopts. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, Alexandria City Public Schools, Housing Authority, AlexRenew, DASH, and Libraries positions, as well as those employees in the City Attorney's Office and the Office of City Clerk/Clerk of Council.

Department Contact Info

703.746.4300

www.alexandriava.gov/CityManager

Department Head

Mark Jinks



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$2,337,770	\$1,934,543	\$1,964,603	\$30,060	1.6%
Non-Personnel	\$126,238	\$166,456	\$175,756	\$9,300	5.6%
Total	\$2,464,008	\$2,100,999	\$2,140,359	\$39,360	1.9%
Expenditures by Fund					
General Fund	\$2,464,008	\$2,100,999	\$2,140,359	\$39,360	1.9%
Total	\$2,464,008	\$2,100,999	\$2,140,359	\$39,360	1.9%
Total Department FTEs	14.50	10.00	10.50	0.50	5.0%

FISCAL YEAR HIGHLIGHTS

- Overall, the City Manager's budget is increased by \$39,360 or 2% for FY 2019. The personnel cost increase of \$30,060 or 1.6% includes \$75,000 in the general fund and \$100,000 in the Capital Improvement Program (CIP) for the addition of a Public-Private Partnership (P3) Facilitator position offset by a decrease in benefit costs. The non-personnel cost increase of \$9,300 or 5.6% includes associated operating costs, as well as current service adjustments for the City Manager's Office functions.
- The Public-Private Partnership (P3) position is proposed as a follow-on to the Joint City Schools Facilities Investment Task Force report recommending the expanded use of Public Private Partnerships. This position will be responsible for reviewing and analyzing P3 opportunities with the private sector or other governmental entities and then negotiating and helping implement such P3 partnerships. The work of this P3 position will include representing the City Government in regard to financial agreements with private sector entities such as for Tax Increment Financing (TIF) and similar joint financial transactions between the City and the private sector. This P3 position would work closely with AEDP, ACPS, and other City-related entities.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	10.00	\$2,100,999
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	(\$35,640)
Organizational Leadership & Management Addition of Public-Private Partnership (P3) Facilitator Position. This position will be responsible for reviewing, analyzing, negotiating and implementing P3 opportunities with the private sector and other governmental entities. The work of this P3 position will include representing the City Government's interests in regard to financial agreements with private sector entities such as for Tax Increment Financing (TIF) or similar joint financial plans between the City and the private sector. The total cost of this position is \$175,000 with \$75,000 being paid for as a general fund operating expense and \$100,000 funded by the CIP.	0.50	\$75,000
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	10.50	\$2,140,359

Communications & Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

Department Contact Info

703.746.3960

www.alexandriava.gov/Communications

Department Head

Craig Fifer

Communications & Public Information



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$967,356	\$1,099,183	\$1,124,875	\$25,692	2.3%
Non-Personnel	\$206,826	\$336,686	\$337,086	\$400	0.1%
Total	\$1,174,182	\$1,435,869	\$1,461,961	\$26,092	1.8%
Expenditures by Fund					
General Fund	\$1,174,182	\$1,435,869	\$1,461,961	\$26,092	1.8%
Total	\$1,174,182	\$1,435,869	\$1,461,961	\$26,092	1.8%
Total Department FTEs	7.00	8.00	8.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for Communications and Public Information increases by \$26,092 or 1.8% from FY 2018.
- Personnel increases by \$25,692 or 2.3% due to annual merit and health insurance rate increases, offset by a decrease in retirement contribution rates and employee turnover.
- Non-personnel increases by \$400 or 0.1% due to printing and photocopying costs.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of followers of City's primary Facebook account</i>	10,712	12,327	13,269	15,000	N/A
<i>Number of followers of the City's primary Twitter account</i>	16,745	26,957	44,744	100,000	N/A



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	8.00	\$1,435,869
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$26,092
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	8.00	\$1,461,961

Communications & Public Information



COMMUNICATIONS & PUBLIC INFORMATION

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$967,356	\$1,099,183	\$1,124,875	\$25,692	2.3%
Non-Personnel	\$206,826	\$336,686	\$337,086	\$400	0.1%
Total Program Expenditures (All Funds)	\$1,174,182	\$1,435,869	\$1,461,961	\$26,092	1.8%
Total Program FTEs	7.00	8.00	8.00	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Strategic Communications	Development of external and internal messaging.
Public Information	Distribution of routine and emergency information to the public.
Internal Communications	Distribution of routine and emergency information to employees.
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.
Media Relations	Coordination with news media.
Video Production	Development and production of external and internal video content.
Print Publications	Design and layout of print publications for external and internal use.
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



The Finance Department is responsible for the assessment, collection, and enforcement of all City taxes, the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens and business owners professionally, with fairness and compassion.

Department Contact Info

703.746.3900

www.alexandriava.gov/finance

Department Head

Kendel Taylor

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$8,363,539	\$10,747,155	\$9,882,808	(\$864,347)	-8.0%
Non-Personnel	\$3,479,746	\$3,289,013	\$3,319,013	\$30,000	0.9%
Capital Goods Outlay	\$108,969	\$26,185	\$26,185	\$0	0.0%
Total	\$11,952,255	\$14,062,353	\$13,228,006	(\$834,347)	-5.9%
Expenditures by Fund					
General Fund	\$11,334,658	\$13,274,406	\$12,325,196	(\$949,210)	-7.2%
Other Special Revenue	\$597,398	\$743,346	\$858,210	\$114,864	15.5%
Internal Service Fund	\$20,199	\$44,600	\$44,600	\$0	0.0%
Total	\$11,952,255	\$14,062,353	\$13,228,006	(\$834,347)	-5.9%
Total Department FTEs	104.50	104.50	103.75	-0.75	-0.7%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the Finance Department decreased by \$834,347 or 5.9% from FY 2018 levels. Personnel costs decreased by 8.0% due to turnover savings and the capitalization of several purchasing positions. Non-Personnel costs increased by 0.9% primarily due to current services adjustments, temporary services, and a transfer of funds from Information Technology Services for two network printers and printing supplies.
- Purchasing will increase their capacity and enhance their turnaround time for Capital Improvement Program (CIP) project solicitations, which are expected to increase, through the addition of 2.00 FTEs. In addition, these added positions will allow purchasing to increase its capacity for contract collaboration with ACPS, as well as to focus more attention on increasing the City's utilization of small, women, and minority-owned businesses in the award of City contracts and the purchase of goods by the City from the private sector. Additionally, the purchasing personnel costs for several positions associated with capital projects have been transferred from the operating budget to the CIP budget.
- The Pension Program reallocates \$85,000 in personnel costs from the General Fund to the Pension Special Revenue Fund to more accurately reflect time staff spent on pension administration.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100%	100%	100%	100%	100%
<i>Rate of return on City funds invested</i>	0.53%	0.68%	0.94%	1.14%	0.70%
<i>Percent of current real estate and personal property taxes collected</i>	99.0%	99.3%	99.2%	99.0%	99.0%
<i>Police and Fire Pension Fund funded percentage</i>	77.0%	79.1%	81.6%	82.0%	100.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	88.4%	82.2%	83.1%	84.0%	100.0%
<i>Dollar value of workers' compensation claims incurred in the fiscal year (in millions of dollars)</i>	\$0.76	\$1.13	\$1.29	\$1.05	\$0.75
<i>Number of properties assessed (calendar year)</i>	44,521	44,681	44,877	45,000	45,000



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	104.50	\$14,062,353
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Two FTE positions were reallocated to Human Resources for operational efficiency.	(2.00)	(\$620,949)
Treasury Division A vacant Administrative Support position is eliminated with no service impact on other City departments.	(0.75)	(\$38,598)
Revenue Division Division has been reorganized and key leadership roles have been filled. This has resulted in greater efficiencies. The reduction of temporary staffing dollars has no service impact. Temporary staffing will be used only during the peak tax collection season.	0.00	(\$40,000)
Purchasing Division Service expansion within the Purchasing Division to support additional Capital Improvement Program (CIP) projects and shorten the solicitation process for every department with a current or pending CIP project. The addition of these two positions will also allow purchasing to increase its collaboration with ACPs purchasing and contracting, as well as work to increase small, women, and minority-owned business contracts and awards by the City. A portion of the position is funded in CIP in order to reflect	2.00	\$43,200
Pension Division Reallocates \$85,000 in personnel costs from the General Fund to the Pension Special Revenue Fund to more accurately reflect time staff spent on pension administration.	0.00	(\$85,000)
Real Estate Division Reclassifies a vacant position from a Real Estate Manager position to a Senior Appraiser in order to reflect the nature of the work performed by the position. There is no service impact associated with this reduction.	0.00	(\$47,000)
Real Estate Division Reduces seasonal staff funding for a Board of Equalization Clerk. This reduction has no service impact because other seasonal staff funding is available to cover these functions.	0.00	(\$56,000)
Transfer of Toner and Paper Maintenance Costs Transfers the cost of maintenance, service, and supplies for two high performance network printers from Information Technology Services to Finance Department.	0.00	\$10,000
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	103.75	\$13,228,006

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Leadership and Management	\$839,646	\$1,278,031	\$1,589,847	\$311,816	24.4%
Accounting	\$2,518,793	\$2,665,313	\$2,607,634	(\$57,679)	-2.2%
Treasury	\$2,428,200	\$2,735,252	\$2,693,956	(\$41,296)	-1.5%
Revenue	\$2,862,533	\$3,218,080	\$2,992,629	(\$225,451)	-7.0%
Purchasing	\$1,028,224	\$1,198,199	\$490,277	(\$707,922)	-59.1%
Pension	\$772,776	\$924,372	\$972,563	\$48,191	5.2%
Risk Management	\$262,282	\$362,489	\$356,437	(\$6,052)	-1.7%
Real Estate Assessment	\$1,239,801	\$1,680,616	\$1,524,662	(\$155,954)	-9.3%
Total Expenditures (All Funds)	\$11,952,255	\$14,062,352	\$13,228,006	(\$834,346)	-5.9%

- Leadership & Management increases in FY 2019 are due to current services adjustments and the internal reorganization of several FTE positions, in addition to a transfer of funding from Information Technology Services.
- Accounting decreases \$57,679 due to the reallocation of 1.00 FTE position to Leadership & Management.
- The Treasury Division FY 2019 budget decreases by 1.5% due to the elimination of a vacant support position.
- Revenue Division decreases are due to current services adjustments.
- The Purchasing Division FY 2019 budget is decreasing by 59.1% due to current services adjustments and the capitalization of 6.0 FTEs that work on CIP solicitation requests.
- Pension Division increases of \$48,191 are due to current services adjustments.
- Real Estate Division decreases of 9.3% are due to current services adjustments and a reduction in seasonal staffing funds.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	Change 2018-2019	% Change 2018 - 2019
Leadership and Management	9.00	9.00	12.00	3.00	33.3%
Accounting	16.75	16.75	15.75	(1.00)	-6.0%
Treasury	17.75	17.75	17.00	(0.75)	-4.2%
Revenue	29.00	29.00	26.00	(3.00)	-10.3%
Purchasing	9.00	9.00	11.00	2.00	22.2%
Pension	7.00	7.00	6.00	(1.00)	-14.3%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Real Estate Assessment	13.00	13.00	13.00	0.00	0.0%
Total FTEs	104.50	104.50	103.75	(0.75)	-0.7%

- Leadership and Management is increasing by 3.00 FTEs as a result of the internal reorganization of several positions for operational efficiency. The FTEs were moved to reflect department-wide support, new assignments, and better internal controls.
- Accounting is decreasing by 1.00 FTE due to internal reorganization for operational efficiency.
- Treasury decreases by 0.75 FTE due to the elimination of a vacant support position.
- Revenue is decreasing by 3.00 FTE due to the internal reorganization of positions for operational efficiency and reallocation of a position to Human Resources.
- Purchasing is increasing by 2.00 FTEs due to the addition of two Contract Specialists to support growing CIP needs.
- Pension decreases by 1.00 FTE due to the reallocation of a position to Human Resources.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



LEADERSHIP AND MANAGEMENT

Program Description: This program manages general departmental administration and provides City-wide financial management.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$615,011	\$1,143,993	\$1,445,809	\$301,816	26.4%
Non-Personnel	\$224,635	\$110,638	\$120,638	\$10,000	9.0%
Capital Goods Outlay	\$0	\$23,400	\$23,400	\$0	0.0%
Total Program Expenditures (All Funds)	\$839,646	\$1,278,031	\$1,589,847	\$311,816	24.4%
Total Program FTEs	9.00	9.00	12.00	3.00	33.3%

SERVICES PROVIDED BY PROGRAM

Service	Description
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.
Special Financial Operations	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.
Financial Reporting	Produces City's annual Comprehensive Annual Financial Report (CAFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



ACCOUNTING

Program Description: This program prepares financial reports, pays employees and vendors, and performs reconciliations.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,553,184	\$1,710,435	\$1,652,756	(\$57,679)	-3.4%
Non-Personnel	\$914,091	\$952,093	\$952,093	\$0	0.0%
Capital Goods Outlay	\$51,518	\$2,785	\$2,785	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,518,793	\$2,665,313	\$2,607,634	(\$57,679)	-2.2%
Total Program FTEs	16.75	16.75	15.75	-1.00	-6.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) Standards met on financial reporting</i>	100.0%	100.0%	100.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
General Accounting	Maintains records of the financial operations of the City, prepares checks to fulfill City obligations to vendors, and monitors expenditures and revenues to determine compliance.
Payroll	Produces the City's bi-weekly payroll.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



TREASURY

Program Description: This program bills, receives, invests, and manages all City monies.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,327,352	\$1,674,860	\$1,633,564	(\$41,296)	-2.5%
Non-Personnel	\$1,100,848	\$1,060,392	\$1,060,392	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,428,200	\$2,735,252	\$2,693,956	(\$41,296)	-1.5%
Total Program FTEs	17.75	17.75	17.00	-0.75	-4.2%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Amount of interest earned on City funds invested in compliance with City's investment policy (in thousands)</i>	\$2,296	\$2,890	\$2,000
<i>Rate of return on City funds invested</i>	0.94%	1.14%	0.70%

SERVICES PROVIDED BY PROGRAM

Service	Description
Payment Processing	Receives payments, both in person and online.
Tax Billing	Prepares and sends accurate bills for all City taxes.
Cash Management and Investment	Day-to-day management of all City cash and investments.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



REVENUE

Program Description: This program performs the assessment, collection, audit, and analysis of business taxes and personal property taxes (car tax).

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$2,141,902	\$2,618,681	\$2,433,230	(\$185,451)	-7.1%
Non-Personnel	\$720,631	\$599,399	\$559,399	(\$40,000)	-6.7%
Total Program Expenditures (All Funds)	\$2,862,533	\$3,218,080	\$2,992,629	(\$225,451)	-7.0%
Total Program FTEs	29.00	29.00	26.00	-3.00	-10.3%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of current real estate and personal property taxes collected</i>	99.2%	99.0%	99.0%
<i>Percent of total outstanding taxes collected</i>	99.7%	99.0%	99.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Car Tax	Administers the assessment of the City's personal property tax (car tax).
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PURCHASING

Program Description: This program is responsible for centralized City procurement.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$794,443	\$974,148	\$266,226	(\$707,922)	-72.7%
Non-Personnel	\$182,654	\$224,051	\$224,051	\$0	0.0%
Capital Goods Outlay	\$51,126	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$1,028,224	\$1,198,199	\$490,277	(\$707,922)	-59.1%
Total Program FTEs	9.00	9.00	11.00	2.00	22.2%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	FY19 Target
<i>Number of requests for proposal (RFPs)</i>	23	25	40
<i>Number of invitations to bid (ITBs)</i>	26	40	50

SERVICES PROVIDED BY PROGRAM

Service	Description
Purchasing	Issues and maintains all City contracts, manages commercial fuel and purchase card programs, and is responsible for purchasing goods, services, construction, and insurance in support of all City departments.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PENSION ADMINISTRATION

Program Description: This program is responsible for pension investment, plan administration, and retirement education and planning for City employees.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$648,190	\$854,665	\$842,856	(\$11,809)	-1.4%
Non-Personnel	\$124,586	\$69,707	\$129,707	\$60,000	86.1%
Total Program Expenditures (All Funds)	\$772,776	\$924,372	\$972,563	\$48,191	5.2%
Total Program FTEs	7.00	7.00	6.00	-1.00	-14.3%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Police and Fire Pension Fund funded percentage</i>	81.6%	82.0%	100.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	83.1%	84.0%	100.0%
<i>Average rate of return on investment of pension assets</i>	7.93%	7.50%	7.50%

SERVICES PROVIDED BY PROGRAM

Service	Description
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



RISK MANAGEMENT

Program Description: This program administers the City's workers' compensation claims, manages the City's insurance portfolio, and oversees the City's safety program.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$235,579	\$306,873	\$300,821	(\$6,052)	-2.0%
Non-Personnel	\$20,378	\$55,616	\$55,616	\$0	0.0%
Capital Goods Outlay	\$6,325	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$262,282	\$362,489	\$356,437	(\$6,052)	-1.7%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of claims processed</i>	307	300	330
<i>Dollar value of non-workers' compensation claims incurred in the fiscal year (in millions of dollars)</i>	\$1.05	\$0.75	\$2.00
<i>Dollar value of workers' compensation claims incurred in the fiscal year (in millions of dollars)</i>	\$1.29	\$1.05	\$0.75

SERVICES PROVIDED BY PROGRAM

Service	Description
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.
Claims Management	Day-to-day administration of claims made against the City.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



REAL ESTATE ASSESSMENTS

Program Description: This program assesses the value of each parcel of real estate in the City, the value of which is used to bill for the real estate tax.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,047,878	\$1,463,499	\$1,307,545	(\$155,954)	-10.7%
Non-Personnel	\$191,923	\$217,117	\$217,117	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,239,801	\$1,680,616	\$1,524,662	(\$155,954)	-9.3%
Total Program FTEs	13.00	13.00	13.00	0.00	0.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of properties assessed (calendar year)</i>	44,877	45,000	45,000

SERVICES PROVIDED BY PROGRAM

Service	Description
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.
Board of Equalization	Forum to contest real property appraisals.

Department of General Services



Our mission is to provide exceptional management of the City's facilities, fleet, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with unmatched services by responding to service requests in a timely manner, listening to our customers, and ensuring that our customers are satisfied with the resolution.

Department Contact Info

703.746.4770

<https://www.alexandriava.gov/generalservices>

Department Head

Jeremy McPike



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$6,773,234	\$7,524,110	\$7,319,945	(\$204,165)	-2.7%
Non-Personnel	\$7,068,154	\$6,923,149	\$7,296,671	\$373,522	5.4%
Capital Goods Outlay	\$25,010	\$203,700	\$563,950	\$360,250	176.9%
Depreciation	\$125,977	\$0	\$0	\$0	0.0%
Total	\$13,992,375	\$14,650,959	\$15,180,566	\$529,607	3.6%
Expenditures by Fund					
General Fund	\$13,800,281	\$14,330,459	\$14,489,816	\$159,357	1.1%
Non-Fiscal Year Grants	\$32,770	\$0	\$0	\$0	0.0%
Fiscal Year Grants	\$5,577	\$0	\$0	\$0	0.0%
Donations	\$0	\$0	\$5,000	\$5,000	100.0%
Other Special Revenue	\$3,890	\$120,000	\$125,000	\$5,000	4.2%
Internal Service Fund	\$149,857	\$200,500	\$560,750	\$360,250	179.7%
Total	\$13,992,375	\$14,650,959	\$15,180,566	\$529,607	3.6%
Total Department FTEs	70.60	71.20	73.20	2.00	2.8%

FISCAL YEAR HIGHLIGHTS

- Personnel has a net decrease of \$204,165 or 2.7%. This amount is mainly attributable to the reallocation of a Capital Projects Manager to the new "CIP Development & Implementation Staff" project in the FY 2019– FY 2028 CIP.
- Non-personnel increases \$373,522 or 5.4% due to increased costs of electric utilities needed to maintain current services, increased funding for maintenance of new snow removal equipment described in detail below, and offset by reductions in efficiency savings realized in the cost of natural gas. The FY 2019 budget includes increased revenue from increasing the parking fees for City employees who park in the garage and surface level lots in Old Town from \$120 to \$130 per month.
- Capital Goods Outlay increases by \$360,250 or 176.9% mainly due to the one time expenditures to the Internal Service fund for two new lifts totaling \$114,500. This will replace one existing lift that is nearing the end of its lifecycle and the other will be used to support increased service demand for exterior and interior building maintenance. In addition, a one-time purchase of new snow removal equipment from the Internal Service Fund totals \$53,750. The new snow removal equipment enhances safety for pedestrians, cyclists and motorists to increase overall safety in the community during the winter months.
- General Fund expenditures increase by \$159,357 or 1.1% due to personnel increases and de-icer supplies for the new snow removal equipment.
- Internal Services expenditures increase by \$360,250 or 179.7% due to the aforementioned one time purchases of two new lifts and snow removal equipment.



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Total City government energy use (million BTUs) in City Facilities</i>	209.10	212.80	217.40	210.98	202.52
<i>Percent of parking spaces in City-owned garages and lots that are utilized (daily average sold spaces)</i>	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Percent of adopted animals that are returned within 30 days of adoption</i>	4.0%	3.5%	4.0%	4.0%	4.0%
<i>Percent of vendor spaces filled at the Old Town Farmers' Market on average each week</i>	96.0%	93.0%	97.0%	97.0%	100.0%
<i>Percent of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating</i>	74.0%	56.0%	55.0%	60.0%	70.0%
<i>Percent of fleet vehicles and equipment that are in service</i>	92.0%	95.0%	95.0%	95.0%	95.0%
<i>Percent of City employees who rate the quality of mail services as satisfactory or better</i>	95.0%	94.0%	95.0%	95.0%	100.0%



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	70.80	\$14,650,959
All Programs Current services adjustment- Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$550,841
External Services Parking Fee Increase- Parking fees for City employees who park in the garage and surface level lots located in Old Town will increase from \$120 per month to \$130 per month and generate \$15,480 in	0.00	\$0
Facilities Management Reallocation of Capital Project Manager- Funding for a Capital Projects Manager position moves from the General Fund to the Capital Improvement Program (CIP) budget.	0.00	(\$161,524)
Energy Management Efficiency Reduction in Natural Gas-The cost of a City contract for natural gas will decrease due to reduced usage estimates for FY 2019.	0.00	(\$11,800)
Facilities Management Two Added Capital Projects Managers-The department will add two full-time Capital Projects Managers (2.0 FTEs) to work on Capital Improvement support, capital facilities maintenance, construction development projects, and general implementation. They will be funded in the FY 2019-2028 Capital Improvement Program (CIP) budget. There is no impact on the FY 2019 Operating Budget.	2.00	\$0
Leadership & Management Two Additional Lifts- Two new lifts will be purchased as a one time expenditure out of the Internal Services fund to replace one existing lift that is nearing the end of its lifecycle and another to support increased service demand for exterior and interior building maintenance.	0.00	\$114,500
Leadership & Management Additional Snow-Removal Equipment- This includes a one time purchase of a new brine mixer from the Internal Service fund for \$53,750 and \$14,800 from the General Fund for maintenance materials. The purchase will allow the department to use a salt brine instead of rock salt for snow removal. Brine typically requires fewer applications, is less of a tripping hazard than rock salt, and better mitigates cracking a spalling in the concrete. This purchase supports the City's efforts towards a becoming a more safe and resilient community.	0.00	\$68,550
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	2.00	\$15,180,566



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Leadership and Management	\$1,884,372	\$1,970,810	\$2,321,678	\$350,868	17.8%
Energy Management	\$1,165,010	\$1,335,580	\$1,495,527	\$159,947	12.0%
External Services	\$2,008,221	\$2,023,816	\$2,093,314	\$69,498	3.4%
Facilities Management	\$6,257,290	\$6,310,882	\$6,257,741	(\$53,141)	-0.8%
Fleet Management	\$2,432,454	\$2,685,508	\$2,701,101	\$15,593	0.6%
Printing & Mail Services	\$245,028	\$324,363	\$311,206	(\$13,157)	-4.1%
Total Expenditures (All Funds)	\$13,992,375	\$14,650,959	\$15,180,566	\$529,607	3.6%

- Leadership and Management increases \$350,868 or 17.8% due to personnel increases and costs of maintaining current services, the one time purchase of two lifts from the Internal Service Fund, the one time purchase of snow removal equipment from the Internal Service Fund and the de-icer materials for the snow removal equipment.
- Energy Management increases \$159,947 or 12.0% mainly due to increased costs for electric utilities, offset by reduced cost for natural gas.
- External Services increases \$69,498 or 3.4% due to the cost of maintaining current services offset.
- Facilities Management decreases by \$53,141 or 0.8% due to the re-allocation of the Capital Project Manager to the CIP and is offset by personnel increases and maintenance of current services.
- Fleet Management increases \$15,593 or 0.6% due to increases in personnel increases and maintenance of current services.
- Printing & Mail Services decreases by \$13,157 or 4.1% due to efficiency savings realized in current services.



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	Change 2018-2019	% Change 2018 - 2019
Leadership and Management	10.75	11.00	11.00	0.00	0%
Energy Management	3.00	5.00	5.00	0.00	0%
External Services	0.40	0.40	0.40	0.00	0%
Facilities Management	35.45	32.80	34.80	2.00	6%
Fleet Management	17.00	18.00	18.00	0.00	0%
Printing & Mail Services	4.00	4.00	4.00	0.00	0%
Total FTEs	70.60	71.20	73.20	2.00	3%

- Facilities Management– Adds two new Capital Project Managers (2.0 FTEs) fully allocated to the new “CIP Development & Implementation Staff” project in the FY 2019-2028 CIP. One of these added positions will support implementation of the Fire Station 205, Fire Station 206, Fire Station 207, Fleet Capital Facilities Maintenance Program (CFMP), and the Chinquapin CFMP. The other added position will support implementation of the DCHS Consolidation, DASH Bus Parking Expansion, Pistol Range Design/Construction, Health CFMP, and OHA CFMP. An existing Capital Project Manager will also be re-allocated to the new CIP project at no FTE change. The existing position supports the Patrick Henry Center, Market Square Renovation, City Hall Renovation & HVAC Replacement, Fire Station 203, and Strategic Facility Plan Projects.
- All other program FTEs remain the same.



LEADERSHIP AND MANAGEMENT

Program Description: This program provides department managed business processes, administers animal shelter management and animal control, Old Town Farmer's Market, off-street parking management (external), employee parking management (internal), and real estate management.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,408,009	\$1,462,151	\$1,427,285	(\$34,866)	-2.4%
Non-Personnel	\$326,506	\$308,159	\$333,643	\$25,484	8.3%
Capital Goods Outlay	\$23,880	\$200,500	\$560,750	\$360,250	179.7%
Depreciation	\$125,977	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$1,884,372	\$1,970,810	\$2,321,678	\$350,868	17.8%
Total Program FTEs	10.75	11.00	11.00	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.
Budget and Financial Management	Staff prepare, implement and monitor the department operational and capital budgets, in addition to fulfillment of various financial management needs.
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.
General Administration	Provides customer service, logistical support, and inter-departmental and intra-departmental coordination.
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.



ENERGY MANAGEMENT

Program Description: This program provides energy management to support city operations; community energy efficiency and renewable energy program management; engineering design and operations support; capital project implementation; energy assurance and reliability management; public utility regulatory, policy affairs, and consumer advocacy subject matter expertise support; and utility resource procurement and management.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$181,398	\$507,506	\$524,693	\$17,187	3.4%
Non-Personnel	\$983,612	\$828,074	\$970,834	\$142,760	17.2%
Total Program Expenditures (All Funds)	\$1,165,010	\$1,335,580	\$1,495,527	\$159,947	12.0%
Total Program FTEs	3.00	5.00	5.00	0.00	0.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Total City government energy use (million BTUs) in City facilities</i>	217.40	210.98	202.52

SERVICES PROVIDED BY PROGRAM

Service	Description
Utility Management	Utility Management includes the acquisition of utility & fuel resources; utility budgeting, bill processing & payment; and utility cost-saving analysis on behalf of City government agencies.
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.
Community Energy Programs	This service facilitates programs and education to encourage Alexandria community residents and businesses to utilize best practices to reduce energy use, and greenhouse gas emissions.
Utility Regulatory & Policy Affairs	This service provides support to City Council and the City Manager on local, state, and federal energy and sustainability policy issues.



EXTERNAL SERVICES

Program Description: This program provides management of the Old Town Farmers' Market, administers animal shelter management and the animal control contract, and administers the off-street parking management contract.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$58,943	\$38,891	\$38,892	\$1	0.0%
Non-Personnel	\$1,949,278	\$1,984,925	\$2,054,422	\$69,497	3.5%
Total Program Expenditures (All Funds)	\$2,008,221	\$2,023,816	\$2,093,314	\$69,498	3.4%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of parking spaces in City-owned garages and lots that are utilized (daily average sold spaces)</i>	100.0%	100.0%	100.0%
<i>Percent of adopted animals that are returned within 30 days of adoption</i>	4.0%	4.0%	4.0%
<i>Percent of vendor spaces filled at the Old Town Farmers' Market on average each week</i>	97.0%	97.0%	100.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Animal Shelter and Adoption	Animal Shelter and Adoption services facilitate animal shelter management, licensing and public service programs.
Animal Control and Enforcement	This service provides animal control for the City of Alexandria.
Parking Management	This service maintains off-street parking facilities for public use.
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.



FACILITIES MANAGEMENT

Program Description: This program provides building portfolio management and capital improvements planning/designing/construction management.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$3,239,850	\$3,424,274	\$3,270,711	(\$153,563)	-4.5%
Non-Personnel	\$3,017,440	\$2,886,608	\$2,987,030	\$100,422	3.5%
Total Program Expenditures (All Funds)	\$6,257,290	\$6,310,882	\$6,257,741	(\$53,141)	-0.8%
Total Program FTEs	35.45	32.80	34.80	2.00	6.1%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating</i>	55.0%	60.0%	70.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.
Support Services	This service offer support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting set ups.
Project Planning & Construction Management	Develops and manages capital and construction projects for City facilities.



FLEET MANAGEMENT

Program Description: This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,623,972	\$1,752,231	\$1,738,208	(\$14,023)	-0.8%
Non-Personnel	\$807,352	\$930,077	\$959,693	\$29,616	3.2%
Capital Goods Outlay	\$1,130	\$3,200	\$3,200	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,432,454	\$2,685,508	\$2,701,101	\$15,593	0.6%
Total Program FTEs	17.00	18.00	18.00	0.00	0.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of fleet vehicles and equipment that are in service</i>	95.0%	95.0%	95.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Fleet Maintenance and Repair	The service includes preventive maintenance, repairs, and parts management
Fleet Management, Acquisition/Disposition	The service includes vehicle and equipment procurement, commissioning and set-up; as well as vehicle and equipment surplus and sales.
Fuel Management	The service includes fuel procurement, delivery and distribution; as well as fueling infrastructure management and maintenance.
Motor Pool Management	This services includes oversight and management of the City's motor pool.



PRINTING & MAIL SERVICES

Program Description: This program provides print services and mail delivery services.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$261,062	\$339,057	\$320,156	(\$18,901)	-5.6%
Non-Personnel	(\$16,034)	(\$14,694)	(\$8,950)	\$5,744	-39.1%
Total Program Expenditures (All Funds)	\$245,028	\$324,363	\$311,206	(\$13,157)	-4.1%
Total Program FTEs	4.00	4.00	4.00	0.00	0.0%

Key Indicators	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of City employees who rate the quality of mail services as satisfactory or better</i>	95.0%	95.0%	100.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.

Human Resources



The mission of the Human Resources Department is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. We support the City in all efforts to recruit, retain and motivate its greatest asset – employees.

Department Contact Info

703.746.3777

<https://alexandriava.gov/HR>

Department Head

Shawnda H. Howard

Human Resources



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$2,637,978	\$2,938,642	\$3,107,062	\$168,420	5.7%
Non-Personnel	\$996,505	\$775,880	\$1,206,810	\$430,929	55.5%
Total	\$3,634,483	\$3,714,522	\$4,313,872	\$599,349	16.1%
Expenditures by Fund					
General Fund	\$3,634,483	\$3,714,522	\$4,313,872	\$599,349	16.1%
Total	\$3,634,483	\$3,714,522	\$4,313,872	\$599,349	16.1%
Total Department FTEs	23.00	23.00	25.00	2.00	8.7%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for Human Resources increases by \$599,349 or 16.1% from FY 2018.
- Personnel increased by \$168,420 or 5.7% due to annual merit, health insurance rate increases, and 2.0 FTEs transferred from the Finance Department, offset by a decrease in retirement contribution rates and employee turnover.
- Non-personnel increases by \$430,929 or 55.5% due to the addition of a professional membership, health and wellness platform, open enrollment assistant, workplace consultant resource, volunteer management software and employee training.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of training and development classes delivered</i>	71	139	108	88	88
<i>Percent of city employees who voluntarily leave the City (turnover rate)</i>	9%	6%	8%	8%	8%
<i>Percent of sampled general schedule jobs that are aligned with the average of the comparator market (according to the Local Government Personnel Association survey)</i>	50%	35%	38%	50%	55%



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	23.00	\$3,714,522
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Two positions were also transferred from the Finance Department to HR in FY 2018.	2.00	\$342,365
Leadership & Management Support Services		
This professional membership will enable HR to stay current with industry standards and the City's strategic objectives. Deliverables will be evident in the service delivery, programs, and initiatives provided by HR.	0.00	\$22,500
Leadership & Management Support Services		
This workplace consultant resource will provide the City's annual employee engagement survey; administration and analysis; and organization development tools and resources; executive briefings and manager training. By conducting engagement surveys and analyzing data, this will allow the City to put plans in place to address issues discovered from surveys, support the City strategic plan and put the City in a better position to be an employer of choice.	0.00	\$42,500
Leadership & Management Support Services		
This funding will provide City supervisor and management level employees access to increased training and opportunities to obtain the leadership and management skills, qualifications and experience that will allow them to perform their jobs more effectively. The need for this additional training was flagged as an across-the-board issue that needed to be addressed in the 2017 City employee engagement survey.	0.00	\$100,000
Total Compensation		
This health and wellness platform will provide engagement plans and analytics, which is expected to help: (1) increase City employees' level of engagement in their health, (2) encourage healthy behavioral change to improve employee productivity, and (3) lower and control healthcare costs.	0.00	\$47,208
Total Compensation		
An open enrollment assistant tool that will guide City employees through important benefit selections during the open enrollment period. The tool is a stand-alone web-based virtual benefits counselor that transforms benefit jargon into personally relevant information employees can use to select best-fit plans.	0.00	\$54,995
Total Compensation		
HR will reduce its carbon footprint and paper waste by resolving operational inefficiencies associated with printing excessive amounts of materials and marketing collateral that is accessible by alternate means.	0.00	(\$10,000)

Human Resources



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	23.00	\$3,714,522
Employee Relations & Talent Management Funding for volunteer management software to help City departments manage volunteer programs more effectively and track volunteer usage. Additionally, funds will also be used for volunteer recruitment fairs and appreciation events. Currently, there are more than 2,000 volunteers city-wide.	0.00	\$9,782
Employee Relations & Talent Management Operational efficiencies and competitive bidding will lead to lower costs for employee recognitions and awards without an impact to the current service provided.	0.00	(\$10,000)
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	25.00	\$4,313,872

Human Resources



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Leadership and Management Support Services	\$462,867	\$843,015	\$1,173,946	\$330,931	39.3%
Employee Relations & Talent Management	\$1,356,887	\$1,349,845	\$1,311,123	(\$38,722)	-2.9%
Total Compensation	\$1,814,729	\$1,521,663	\$1,828,803	\$307,140	20.2%
Total Expenditures (All Funds)	\$3,634,483	\$3,714,522	\$4,313,872	\$599,349	16.1%

- Leadership and Management Support Services increases by \$330,931 or 39.3%, due to annual merit and health insurance rate increases, the addition of the workplace consultant tool, professional membership, training funds and the transfer of a position (1.00 FTE) from Finance.
- Employee Relations and Talent Management decreases by \$38,722 or 2.9%, due to an allocation adjustment for a Human Resources Technician I. This position is now allocated in Employee Relations and Talent Management (0.50 FTE) and Total Compensation (0.50 FTE).
- Total Compensation increases by \$307,140 or 20.2% due to annual merit and health insurance rate increases, the addition of the open enrollment assistant tool, employee wellness platform, position allocation adjustments for the Human Resources Technician I and the transfer of a position (1.00 FTE) from Finance to Total Compensation.

Human Resources



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	Change 2018-2019	% Change 2018 - 2019
Leadership and Management Support Services	5.00	5.00	6.00	1.00	20.0%
Employee Relations & Talent Management	7.00	7.00	6.50	(0.50)	-7.1%
Total Compensation	11.00	11.00	12.50	1.50	13.6%
Total FTEs	23.00	23.00	25.00	2.00	8.7%

- Leadership and Management Support Services increases by 1.00 FTE or 20.0%, due to a transfer from the Finance Department; the position was reclassified to an Information Technology Coordinator. This position is responsible for planning, coordinating and implementing various management information systems used by HR.
- Employee Relations and Talent Management decreases by 0.50 FTE or 7.1% due to the position allocation adjustment of a Human Resource Technician I, this position is now split equally between Employee Relations and Talent Management (0.50 FTE) and Total Compensation (0.50 FTE).
- Total Compensation increases by 1.50 FTE or 13.6% due to the position allocation adjustment of a Human Resources Technician I. In addition, a position (1.00 FTE) was transferred from the Finance Department to support the City's pension related return to work efforts; the position was reclassified to a Human Resources Analyst. This position develops and administers employee benefit policies and programs and provides guidance to employees, managers and HR partners.

Human Resources



LEADERSHIP & MANAGEMENT SUPPORT SERVICES

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$337,784	\$794,563	\$900,886	\$106,323	13.4%
Non-Personnel	\$125,083	\$48,452	\$273,060	\$224,607	463.6%
Total Program Expenditures (All Funds)	\$462,867	\$843,015	\$1,173,946	\$330,931	39.3%
Total Program FTEs	5.00	5.00	6.00	1.00	20.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Strategy and Operations	Develops the strategic direction of the City Human Resources Department and drives performance and operational excellence.

Human Resources



EMPLOYEE RELATIONS & TALENT MANAGEMENT

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$956,388	\$870,299	\$815,666	(\$54,633)	-6.3%
Non-Personnel	\$400,499	\$479,546	\$495,457	\$15,911	3.3%
Total Program Expenditures (All Funds)	\$1,356,887	\$1,349,845	\$1,311,123	(\$38,722)	-2.9%
Total Program FTEs	7.00	7.00	6.50	-0.50	-7.1%

SERVICES PROVIDED BY PROGRAM

Service	Description
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.
Learning and Organization Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.

Human Resources



TOTAL COMPENSATION

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,343,807	\$1,273,781	\$1,390,510	\$116,729	9.2%
Non-Personnel	\$470,923	\$247,882	\$438,293	\$190,411	76.8%
Total Program Expenditures (All Funds)	\$1,814,729	\$1,521,663	\$1,828,803	\$307,140	20.2%
Total Program FTEs	11.00	11.00	12.50	1.50	13.6%

SERVICES PROVIDED BY PROGRAM

Service	Description
Compensation and Human Resources Information Systems (HRIS)	Designs and administers compensation programs to attract, motivate and retain talent; and manages human resource transactions and data.
Compliance and Leave Administration	Provides leadership and guidance on City government leave policies and programs.
Benefits	Develops and administers employee benefit policies and programs to attract, motivate, engage and retain talent.

Information Technology Services



The City's Information Technology Services (ITS) department is responsible for the centralized operation of the City's information technology services, support, and IT infrastructure. The ITS department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

Department Contact Info

703.746.3001

<http://alexandriava.gov/technology/>

Department Head

Vanetta Pledger

Information Technology Services



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$6,464,028	\$7,430,694	\$7,981,089	\$550,395	7.4%
Non-Personnel	\$3,736,141	\$3,575,662	\$3,871,658	\$295,996	8.3%
Total	\$10,200,170	\$11,006,356	\$11,852,747	\$846,391	7.7%
Expenditures by Fund					
General Fund	\$9,828,635	\$10,608,112	\$11,341,273	\$733,161	6.9%
Other Special Revenue	\$371,534	\$398,244	\$511,474	\$113,230	28.4%
Total	\$10,200,170	\$11,006,356	\$11,852,747	\$846,391	7.7%
Total Department FTEs	56.00	60.00	63.00	3.00	5.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for Information Technology Services (ITS) increases by \$846,391 or 7.7% from FY 2018 levels.
- Personnel increases by \$550,395 or 7.4% due to annual merit and health insurance rate increases, employee turnover, the transfer of one position from the 18th Circuit Court during FY 2018 and addition of two new positions for FY 2019, offset by a decrease in retirement contribution rates.
- A Computer Programmer Analyst II position (1.00 FTE) has been transferred from 18th Circuit Court to ITS during FY 2018. This position supports servers, data storage and backup and recovery services. In addition, the position supplements the enterprise wireless program.
- An Information Technology Support Engineer III position (1.00 FTE) has been added to ITS to support the City's Emergency Operations Center (EOC).
- An Information Technology Manager position (1.00 FTE) has been added to support the Integrated Justice Program. This position will support the Alexandria Justice Information Systems (AJIS), which is an internal and external online system for court records. This position will be funded through the Capital Improvement Program with no impact to the operating budget.
- Non-personnel increases by \$295,996 or 8.3% due to storage equipment and software licenses costs.
- Special Revenue increases by \$113,230 or 28.4% due to the transfer of a Computer Programmer Analyst II position (1.00 FTE) from the General Fund to the Special Revenue Fund. This position will support the City's land use management system and permitting processes.

Information Technology Services



PERFORMANCE INDICATORS

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of surveyed City Employees who say that GIS data and information met their decision-making needs.</i>	56%	68%	89%	80%	80%
<i>Number of hours that the City telephone network is down.</i>	5	10	8	5	5
<i>Percent of surveyed employees who are satisfied with the timeliness of resolutions for IT requests.</i>	N/A	N/A	82%	85%	85%
<i>Percent of employees reporting satisfaction with service help desk.</i>	68%	73%	87%	90%	90%
<i>Percent of surveyed City employees that say City provided technology improves their ability to complete work.</i>	68%	77%	89%	85%	85%
<i>Percent of time the City's network or servers are unavailable.</i>	1%	<1%	<1%	<1%	1%
<i>Percent of time City IT assets and data are reliable and secure.</i>	96%	99%	100%	99%	99%

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	60.00	\$11,006,356
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. These costs include a Computer Programmer Analyst II that was transferred from 18th Circuit Court to ITS in FY 2018.	1.00	\$759,936
Enterprise Business Systems Support A Computer Programmer Analyst II is transferred from the General Fund to the Special Revenues Fund. This position will develop, test, analyze and maintain the enterprise building-related permit system, which supports the administration of the City's land development process. The permitting system is used by multiple City departments including Code Administration, Transportation & Environmental Services, Planning & Zoning and the Health Department.	0.00	\$0.00
Enterprise Business Systems Support An Information Technology Manager has been added to support the Alexandria Justice Information Systems (AJIS), which is an internal and external online system for court records. This position will be funded through the Capital Improvement Program with no impact to the operating budget.	0.00	\$0.00
Network Operations This reduction transfers the cost of maintenance and supplies (toner, paper, and parts) for two high performance network printers to the Finance Department.	0.00	(\$10,000)
Network Operations An Information Technology Support Engineer III has been added to support the City by managing and ensuring optimal operation of all EOC software and hardware and providing end-user technical.	1.00	\$96,455
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	63.00	\$11,852,747

Information Technology Services



PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Leadership and Management	\$1,505,259	\$1,079,456	\$1,299,254	\$219,799	20.4%
Applications	\$1,290,788	\$1,568,644	\$1,604,162	\$35,518	2.3%
Communications Support	\$874,922	\$820,801	\$1,005,781	\$184,980	22.5%
Customer Service	\$1,197,997	\$1,232,722	\$1,376,679	\$143,957	11.7%
Enterprise Business Systems Support	\$1,864,732	\$2,319,867	\$2,330,880	\$11,013	0.5%
IT Project Management	\$782,753	\$605,655	\$449,667	(\$155,988)	-25.8%
Network Operations	\$2,416,488	\$2,972,573	\$3,339,803	\$367,230	12.4%
Security	\$267,230	\$406,638	\$446,521	\$39,883	9.8%
Total Expenditures (All Funds)	\$10,200,170	\$11,006,356	\$11,852,747	\$846,391	7.7%

- Leadership and Management increases by \$219,799 or 20.4% due to annual merit and health insurance rate increases, and increases in personnel allocation adjustments and technology advisory services.
- The Applications program increases by \$35,518 or 2.3% due to annual merit and health insurance rate increases.
- Communications Support increases by \$184,980 or 22.5% due to annual merit and health insurance rate increases and employee turnover.
- Customer Service increases by \$143,957 or 11.7% due to annual merit and health insurance rate increases, personnel FTE allocation adjustments, software licenses, and equipment costs.
- Enterprise Business System Support increases by \$11,013 or 0.5% due to annual merit and health rate insurance increases.
- IT Project Management decreases by \$155,988 or 25.8% due to turnover savings and a reallocation of 0.75 FTE.
- Network Operations increases by \$367,230 or 12.4% due to the transfer of a Computer Programmer Analyst II position (1.00 FTE from 18th Circuit Court to ITS and the addition of an Information Technology Support Engineer III position (1.00 FTE) that will support the City's Emergency Operation Center (EOC).
- Security increased by \$39,883 or 9.8% due to annual merit and health insurance rate increases.



Information Technology Services

PROGRAM LEVEL SUMMARY DATA

Program	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	Change 2018-2019	% Change 2018 - 2019
Leadership and Management	7.50	7.50	6.00	(1.50)	-20.0%
Applications	10.00	10.00	11.00	1.00	10.0%
Communications Support	4.50	4.50	4.00	(0.50)	-11.1%
Customer Service	7.40	7.40	9.00	1.60	21.6%
Enterprise Business Systems Support	12.00	14.00	15.00	1.00	7.1%
IT Project Management	4.75	4.75	4.00	(0.75)	-15.8%
Network Operations	8.65	9.65	12.00	2.35	24.4%
Security	1.20	2.20	2.00	(0.20)	-9.1%
Total FTEs	56.00	60.00	63.00	3.00	5.0%

- In FY 2018, ITS made FTE allocation adjustments to more accurately reflect the number of persons working in each program area. As a result, the FTE allocations across the department have moved either increased or decreased to reflect these adjustments. It should be noted that all ITS employees have responsibilities with respect to security and project management, although these are not explicitly noted in their allocation amounts.
- Leadership decreases by 1.50 FTE or 20.0% due to FTE allocation adjustments of positions that were previously allocated in Leadership and Management and the other ITS programs..
- Applications increases by 1.00 FTE or 10.0% due to FTE allocation adjustments of positions that were previously allocated to other ITS program areas.
- Communications Support decreases by 0.50 FTE or 11.1% due to FTE allocation adjustments of positions that were previously allocated in other ITS program areas.
- Customer Service increases by 1.60 FTE or 21.6% due to FTE allocation adjustments of positions that were previously allocated in other ITS program areas.
- Enterprise Business Systems Support increased by 1.00 FTE or 7.1% due to the addition of an Information Technology Manager position (1.00 FTE). This position has been added to support the Alexandria Justice Information Systems (AJIS), which is an internal and external online system for court records. This position will be funded through the Capital Improvement Program with no impact to the operating budget.
- IT Project Management decreases by 0.75 FTE or 15.8% due to allocation adjustments of positions that were previously allocated in other ITS program areas.
- Network Operations increases by 2.35 FTE or 24.4% due to allocation adjustments of positions that were previously allocated in other ITS program areas; the addition of an Information Technology Support Engineer III (1.00 FTE) that will support the City's Emergency Operation Center (EOC); and the transfer of a Computer Programmer Analyst II (1.00 FTE) from 18th Circuit Court to Network Operations. This position will support the City's server infrastructure and supplements the wireless environment.
- Security decreases by 0.20 FTE or 9.1% due to FTE allocation adjustments of positions that were previously allocated in other ITS program areas.

Information Technology Services



LEADERSHIP & MANAGEMENT

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$979,680	\$757,490	\$901,372	\$143,883	19.0%
Non-Personnel	\$525,578	\$321,966	\$397,882	\$75,916	23.6%
Total Program Expenditures (All Funds)	\$1,505,259	\$1,079,456	\$1,299,254	\$219,799	20.4%
Total Program FTEs	7.50	7.50	6.00	-1.50	-20.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.
Enterprise Policies and Procedures Management	Define and maintain policies, standards, procedures, and best practices to keep the enterprise technology infrastructure viable.
IT Strategy and Governance	Provide IT governance and strategy, organizational design, financial management, innovation, service management, and partner with external and internal stakeholders.

Information Technology Services



APPLICATIONS

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$964,859	\$1,331,602	\$1,139,112	(\$192,490)	-14.5%
Non-Personnel	\$325,930	\$237,042	\$465,050	\$228,008	96.2%
Total Program Expenditures (All Funds)	\$1,290,788	\$1,568,644	\$1,604,162	\$35,518	2.3%
Total Program FTEs	10.00	10.00	11.00	1.00	10.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
GIS Database Management	Management of 20 GIS databases and 150 GIS data services and 300+ Geographic Information System (GIS) feature data layers and associated processes.
GIS Data Collection Management	Management of spatial data collection tools and services.
Spatial Data Visualization and Spatial Analysis	Visualization of spatial data in support of data-driven decision making and provide spatial analysis.
Application integration Training	Integration GIS data and capabilities with 7 major enterprise applications. Training of GIS end-users.
GIS Application Development	Development and management of 15 GIS web-based viewers.
GIS Open Data Application Management	Portal for the public to search and download 44 layers of GIS data.
GIS Oblique Imagery Application Provisioning	Pictometry aerial imagery capture for parcel review.
GIS Desktop Support	Desktop GIS application and licensing support for 100+ users.
Demographic Data Development	Development and distribution of demographic data.
Business Intelligence Platform Support	Support for development of the Citywide business intelligence platform.
City Website Management	Management of City public and intranet website technology.
Cloud Architect Services	Provision and configuration for technology services in the Cloud.

Information Technology Services



COMMUNICATIONS SUPPORT

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$541,750	\$586,109	\$788,614	\$202,505	34.6%
Non-Personnel	\$333,172	\$234,692	\$217,167	(\$17,525)	-7.5%
Total Program Expenditures (All Funds)	\$874,922	\$820,801	\$1,005,781	\$184,980	22.5%
Total Program FTEs	4.50	4.50	4.00	-0.50	-11.1%

SERVICES PROVIDED BY PROGRAM

Service	Description
Email Application	Programming services to support email communications.
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.

Information Technology Services



CUSTOMER SERVICE

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$701,620	\$866,553	\$1,089,947	\$223,394	25.8%
Non-Personnel	\$496,377	\$366,169	\$286,732	(\$79,437)	-21.7%
Total Program Expenditures (All Funds)	\$1,197,997	\$1,232,722	\$1,376,679	\$143,957	11.7%
Total Program FTEs	7.40	7.40	9.00	1.60	21.6%

SERVICES PROVIDED BY PROGRAM

Service	Description
End-Users Support Services	Provides technical support services for hardware, productivity software, and line-of-business applications.
Service Desk System Management	Provides for support and maintenance of the City's incident and request management system. This system allows for the appropriate routing and resolution of IT tickets.
Financial Processing	Assist with running daily and nightly production jobs for the support of financial system applications, primarily personal property.
Enterprise Desktop Management	Provides solutions for the management and deployment of City computing devices.
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.
Department-specific Application Support	Provisioning and management for department-specific applications.
Mobile Workforce Services	Provides strategy, design, implementation, and review of the City's security, infrastructure, applications, and endpoints to support the City's next generation mobile technology.
Asset Management	Supports life cycle management and strategic decision making for the City's desktop computing environment.



Information Technology Services

ENTERPRISE BUSINESS SYSTEMS SUPPORT

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,385,055	\$1,952,868	\$1,938,397	(\$14,471)	-0.7%
Non-Personnel	\$479,678	\$366,999	\$392,483	\$25,484	6.9%
Total Program Expenditures (All Funds)	\$1,864,732	\$2,319,867	\$2,330,880	\$11,013	0.5%
Total Program FTEs	12.00	14.00	15.00	1.00	7.1%

SERVICES PROVIDED BY PROGRAM

Service	Description
Custom IT Application Development Services	This service creates custom developed applications for departments with unique or specialized requirements.
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.
Permitting System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) permitting software package.
Business Tax and License System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS business tax and license software package.
Asset Maintenance Management System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS asset maintenance management software package.
Real Estate Assessment System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS real estate mass assessment software package.
Digital Business Process Services	Assist with the development, realignment, and structure of end-to-end digital business processes.
Software Acquisition Services	This service assists departments in the selection of appropriate COTS software packages.
Software Installation and Configuration Services	This service performs installation and configuration of COTS software packages.
Database Maintenance Services	This service performs database maintenance tasks for departmental application databases. Nearly every City software package has a backend database that must be periodically serviced to ensure maximum availability and adequate capacity.
Database Hosting Services	This service maintains databases hosted on City servers for City agencies that acquire COTS packages that are maintained exclusively by the vendor as part of the acquisition. In these cases, ITS performs a small subset of the normal database maintenance.

Information Technology Services



SERVICES BY PROGRAM CONT.

Service	Description
Billing and Accounts Receivable System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS billing and accounts receivable software package.
Document Management System Technical Support Services	This service performs ongoing system administration and provides general support for two COTS document management software packages which control the storage and retrieval of electronic documents and hardcopy archived records.
Personal Property Tax System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom developed vehicle personal property tax software application.
CRM / Call Center System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom-developed citizen resource management (CRM) software application and our web based citizen engagement / civic issue tracking software, CallClickConnect.
Payroll System Technical Support Services	This service performs ongoing system administration and provides general support for two COTS packages utilized for payroll and time and attendance functionality.
Human Resources System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS Enterprise Resource Planning (ERP) package utilized for human resources management functionality.
General Ledger, Accounts Payable, and Fixed Asset System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS ERP package utilized for financial accounting functionality.
Purchasing System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS Purchasing package utilized for procurement.
Budget System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS budgeting package and ancillary custom developed applications utilized for budget submission and tracking.
Recreation Center Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the COTS recreation center management software package.
Point of Sale / Collections Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the software packages utilized by the Office of Historic Alexandria; a COTS of point of sale system, COTS museum collections software and ancillary custom developed applications utilized for collections management.

Information Technology Services



IT PROJECT MANAGEMENT

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$612,396	\$453,382	\$320,895	(\$132,487)	-29.2%
Non-Personnel	\$170,357	\$152,273	\$128,772	(\$23,501)	-15.4%
Total Program Expenditures (All Funds)	\$782,753	\$605,655	\$449,667	(\$155,988)	-25.8%
Total Program FTEs	4.75	4.75	4.00	-0.75	-15.8%

SERVICES PROVIDED BY PROGRAM

Service	Description
IT Project Management	This service assists departments with technology projects, focusing on planning and organizing a project and its resources by executing project management practices throughout the project or product life cycle on behalf of the department.

Information Technology Services



NETWORK OPERATIONS

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$1,164,631	\$1,238,570	\$1,539,924	\$301,354	24.3%
Non-Personnel	\$1,251,858	\$1,734,003	\$1,799,879	\$65,876	3.8%
Total Program Expenditures (All Funds)	\$2,416,488	\$2,972,573	\$3,339,803	\$367,230	12.4%
Total Program FTEs	8.65	9.65	12.00	2.35	24.4%

SERVICES PROVIDED BY PROGRAM

Service	Description
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.
Firewall Implementation, Operation, and Administration	Maintain the operation of incoming and outgoing network communications across the city.
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.
VPN Implementation, Operation, and Administration	Enable and operate remote network communications for staff and select vendors.
Technical Consulting to City Departments	Interact with City departments to offer technical advice and guidance for departmental projects.
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise
Virtual Server Environment Installation and Administration	Maintain the virtual server environment for the enterprise.
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.
CAD System Infrastructure Support	Assist Department of Emergency Communications in supporting the Computer Aided Dispatch (CAD) system environment.
Data Center Operations	Monitor and maintain two City data centers and install, operate and maintain the data storage system that houses the City's data.
Business Continuity and Data Retention	Maintain City's data backup services.

Information Technology Services



SECURITY

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$114,038	\$244,120	\$262,828	\$18,708	7.7%
Non-Personnel	\$153,192	\$162,518	\$183,693	\$21,175	13.0%
Total Program Expenditures (All Funds)	\$267,230	\$406,638	\$446,521	\$39,883	9.8%
Total Program FTEs	1.20	2.20	2.00	-0.20	-9.1%

SERVICES PROVIDED BY PROGRAM

Service	Description
Cyber Security Awareness Training	Deploy cyber security user awareness program.
Technology System Architecture Review	Review proposed systems' architecture for security risks and vulnerabilities.
Review of Emerging Threats	Consult multiple sources on daily basis to identify potential threats to the City's environment.
Systems Patching	Perform and review system patching for servers, desktops and laptops.
Antivirus and Malware	Manage antivirus and malware protection for servers, desktops and laptops.
Manage Intrusion Detections	Review select logs several times a week for suspicious network activity.
Vulnerability and Penetration Testing	Manage vulnerability assessment for all network connected devices and penetration testing for select systems.
Respond to Active Security Incidents	Respond to active security incidents.

Office of Internal Audit



The nature and purpose of the Office of Internal Audit is to perform independent appraisals of City programs and activities directed toward improving program efficiency; compliance with applicable rules and regulations; and the prevention of fraud, waste and abuse. Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

Department Contact Info

703.746.4742

www.alexandriava.gov/internalaudit

Department Contact

Robert Snyder

CITY OF ALEXANDRIA, VIRGINIA

Office of Internal Audit



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$277,667	\$383,604	\$393,394	\$9,790	2.6%
Non-Personnel	\$29,399	\$38,290	\$40,515	\$2,225	5.8%
Total	\$307,066	\$421,894	\$433,909	\$12,015	2.8%
Expenditures by Fund					
General Fund	\$307,066	\$421,894	\$433,909	\$12,015	2.8%
Total	\$307,066	\$421,894	\$433,909	\$12,015	2.8%
Total Department FTEs	2.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The Office of Internal Audit's overall budget increased by \$12,015 or 2.8% over FY 2018 levels.
- Personnel costs increased by \$9,790 or 2.6% due to annual merit and health insurance rate increases. Non-personnel costs increased by 5.8 % or \$2,225 due to increased lease costs.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Percent of Audit Corrective Actions Implemented Within 45 Days</i>	100%	87%	95%	90%	95%
<i># of Audits Completed</i>	12	14	52	37	25

Office of Internal Audit



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	3.00	\$421,894
All Programs		
Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$12,015
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	3.00	\$433,909

Office of Internal Audit



INTERNAL AUDIT

Program Description: The Office of Internal Audit is responsible for performing independent appraisals of City programs and activities directed toward improving program efficiency, compliance with applicable rules and regulations; and, the prevention of fraud, waste and abuse.

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$277,667	\$383,604	\$393,394	\$9,790	2.6%
Non-Personnel	\$29,399	\$38,290	\$40,515	\$2,225	5.8%
Total Program Expenditures (All Funds)	\$307,066	\$421,894	\$433,909	\$12,015	2.8%
Total Program FTEs	2.00	3.00	3.00	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Audits	Observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits.
Government Ethics, Fraud, and Waste Resolution	Administers the City's Ethics and Fraud Hotline. The purpose of the hotline is to provide a confidential method for employees, residents, and contractors to relay information concerning fraud, waste, abuse, or ethical misconduct to the City.

Office of Management & Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

Department Contact Info

703.746.3737

www.alexandriava.gov/budget

Department Head

Morgan Routt

Office of Management & Budget



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$964,568	\$1,218,524	\$1,217,142	(\$1,382)	-0.1%
Non-Personnel	\$219,883	\$57,847	\$57,847	-	0.0%
Total	\$1,184,451	\$1,276,371	\$1,274,989	(\$1,382)	-0.1%
Expenditures by Fund					
General Fund	\$1,184,451	\$1,276,371	\$1,274,989	(\$1,382)	-0.1%
Total	\$1,184,451	\$1,276,371	\$1,274,989	(\$1,382)	-0.1%
Total Department FTEs	11.00	10.00	10.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the Office of Management and Budget decreases by \$1,382 or 0.1% compared to FY 2018. This is due to salary and benefit savings generated from employee turnover.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77% (fiscal year).
- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies (fiscal year).

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Actual General Fund expenditures as a percent of appropriated General Fund expenditures</i>	97.6%	98.7%	98.4%	98.0%	98.0%
<i>Actual General Fund revenue as percent of approved General Fund revenue</i>	100.8%	100.7%	101.5%	100.0%	100.0%

Office of Management & Budget



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	10.00	\$1,276,371
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$1,382)
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	10.00	\$1,274,989

Office of Management & Budget



MANAGEMENT & BUDGET

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$964,568	\$1,218,524	\$1,217,142	(\$1,382)	-0.1%
Non-Personnel	\$219,883	\$57,847	\$57,847	-	0.0%
Total Program Expenditures (All Funds)	\$1,184,451	\$1,276,371	\$1,274,989	(\$1,382)	-0.1%
Total Program FTEs	11.00	10.00	10.00	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Budget Development and Evaluation	Lead the process to develop, review and submit an annual operating budget and 1-year capital budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, statement of policy and service impacts on new and/or reduced services, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.
Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing budget transfers, reviewing CIP invoices, managing the monthly capital allocation process, preparing CIP quarterly status reports, and preparing year-end projections.
Multi-year Financial Analysis	Prepare and maintain various multi-year financial models and provide multi-year comparative analysis such as the 10-year CIP, debt model, 5-year financial planning model and coordinate preparation of various restricted funding plans for the purpose of preparing for future needs and protecting the City's long term financial sustainability.
Public Information and Participation	Present budget information to various civic associations, boards, committees, and commissions; and other public groups, throughout the community for the purpose of maximizing public awareness of City budget issues and opportunities for public input into decision-making. Respond to Call.Click.Connect requests. Maintain an accurate, up-to-date department website.
Research and Analysis	Perform special research and analysis projects as requested from various sources including the City Council, City Manager, BFAAC and Budget Director for the purpose of addressing emerging budget issues and improving City efficiency and effectiveness.

Non-Departmental



The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
 - General Contingency
 - Opioid Management
 - Public Safety Recruitment & Retention Capabilities Contingency

Non-Departmental

REVENUE & EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures by Type					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$1,126,941	\$1,103,949	\$1,077,673	(\$26,276)	-2.4%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$35,879,986	\$39,613,108	\$38,931,876	(\$681,232)	-1.7%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$256,070	\$0	0.0%
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$26,834,078	\$37,866,696	\$36,966,696	(\$900,000)	-2.4%
City Memberships	\$296,307	\$375,816	\$383,532	\$7,716	2.1%
Insurance	\$7,239,827	\$6,040,237	\$6,395,559	\$355,322	5.9%
Employee Compensation	\$2,294,669	\$1,700,000	-\$1,143,064	(\$2,843,064)	-167.2%
Other Operating Expenditures	\$1,984,850	\$268,416	-\$1,247,558	(\$1,515,974)	-564.8%
Contingent Reserves	\$0	\$775,931	\$1,750,000	\$974,069	125.5%
Response to Snow & Ice Emergencies	\$606,666	\$850,000	\$850,000	\$0	0.0%
Fund Grants & Donations	\$849,966	\$1,000,000	\$1,000,000	\$0	0.0%
Total	\$77,369,359	\$89,850,224	\$85,220,784	(\$4,629,440)	-5.2%
Expenditures by Fund					
General Fund	\$76,519,394	\$88,850,224	\$84,220,784	(\$4,629,440)	-5.2%
Non-Fiscal Year Grants	\$815,666	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Donations	\$543	\$0	\$0	\$0	N/A
Other Special Revenue	\$30,114	\$0	\$0	\$0	N/A
DASH	\$3,643	\$0	\$0	\$0	N/A
Total	\$77,369,359	\$89,850,224	\$85,220,784	(\$4,629,440)	-5.2%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 Non-Departmental budget is decreasing \$4,629,440 or -5.2% as compared to the FY 2018 budget.
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,924,085 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2018, ACPS' share of debt service was \$28,530,550.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are decreasing by \$900,000 or -2.4% as compared to the FY 2018 budget. This decrease is due to use of one-time debt service savings totaling \$2.7 million that were included in FY 2018 cash capital transfer, that were not included in the FY 2019 cash capital amount.
- Insurance costs are increasing \$355,322 or 5.9%. The major drivers for this increase are higher costs for City retiree health insurance (\$174,940) and premiums for the City's liability property insurance accounts (\$85,000).
- The employee compensation portion on Non-Departmental decreases by \$2,843,064 compared to FY 2018. This decrease is largely driven by changes in retirement and health insurance benefit rates. The FY 2019 health insurance rates set in January based on the most recently available data and the addition of a stop-loss insurance option is a 2.2% increase in United Health Care and no change in Kaiser Permanente which nets to a 1.4% increase overall. The increase originally included in departmental budgets was 8.1% for both UHC and KP based on data available from the City's health insurance consultant in the fall and not including a stop-loss option. The \$1,249,919 dollar savings resulting from the revised rates has been budgeted in Non-Departmental in the proposed budget and will be reallocated to departments in the approved budget. Also in January, a recalculation of retirement benefit annually required contributions resulted in a revision in some of the rates originally used to develop departmental personnel budgets that produced a net savings of \$1,779,489 which has also been budgeted in Non-Departmental for distribution to departmental budgets in the approved budget.
- Contingent Reserves funding is increasing \$974,069 or 125.5% as compared to FY 2018. This reflects the net adjustments of removing one-time contingency funds set aside in the FY 2018 budget and the addition of new contingency items including General Contingency (\$150,000), Opioid Management (\$100,000), and Public Safety Recruitment and Retention. (\$1,500,000). Additional information on these items is found later in the section.



Non-Departmental

DEBT SERVICE

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
General Obligation Debt Service: WMATA	\$1,126,941	\$1,103,949	\$1,077,673
General Obligation Debt Service: General City (excluding ACPS)	\$35,879,986	\$39,613,108	\$38,931,876
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
Total Expenditures (All Funds)	\$37,262,997	\$40,973,127	\$40,265,619

*The City's share of Alexandria City Public School (ACPS) debt service expense of \$28,951,049 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2018, ACPS' share of debt service was \$28,530,550.

Debt Service

Total debt service (excluding ACPS) decreases in FY 2019, which is attributable to savings realized from debt refinancing executed during the summer/fall of 2017 and the planned debt issuance structure for FY 2019. Northern Virginia Transportation District (NVTB) debt service remains at the FY 2018 level, while there is an approximately \$26,000 decrease in debt service related to the Washington Metropolitan Area Transit Authority (WMATA) based on planned loan repayment.

Note: There are additional debt service costs to the City for specific programs in the FY 2019 budget (totaling approximately \$2.4 million), which are budgeted in the Fire Department (\$1.8 million) and the Department of Transportation & Environmental Services (\$0.6 million).

CIP CASH CAPITAL

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Transfer to Capital Projects (CIP Cash Capital)	\$26,834,078	\$37,866,696	\$36,966,696
Total Expenditures (All Funds)	\$26,834,078	\$37,866,696	\$36,966,696

Transfer to Capital Projects (CIP Cash Capital)

The FY 2019 budget includes \$36,966,696 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects.

During Fiscal Year 2017 and 2018, City Council added a total of 5.0 cent to the real estate tax rate, including a 2.0 cent real estate tax rate increase in FY 2017 and 3.0 cents in FY 2018, to increase cash capital funding. As part of the FY 2018 real estate tax increase for City and ACPS capital, City Council created an Ad Hoc Joint City-Schools Facilities Investment Task Force to provide recommendations to prioritize City and School facility projects. The Task Force presented its recommendations for the prioritization of these projects to City Council in November 2017. The City Manager's Proposed FY 2019—FY 2028 Capital Improvement Program reflects these recommendations.

The General Fund cash capital transfer of \$36,966,696 represents 4.98% of all General Fund expenditures in the FY 2019 budget.

Note: There are additional cash capital costs to the City for the Stormwater Utility fund, Sanitary Sewer fund, and the Transportation Improvement Program (TIP) in the FY 2019 budget (totaling \$5.1 million), which are budgeted in the Transportation & Environmental Services Department.



Non-Departmental

CITY MEMBERSHIPS

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
City Memberships	\$296,307	\$375,816	\$383,532
Total Expenditures (All Funds)	\$296,307	\$375,816	\$383,532

City Memberships

The budget for City Memberships increases by \$7,716 in FY 2019, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$147,693
- Northern Virginia Regional Commission, \$130,678
- Virginia Municipal League, \$42,521
- National League of Cities, \$9,964
- Northern Virginia Transportation Commission, \$39,689
- U.S. Conference of Mayors, \$12,987

INSURANCE

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Insurance Charges	\$7,239,827	\$6,040,237	\$6,395,559
Total Expenditures (All Funds)	\$7,239,827	\$6,040,237	\$6,395,559

Insurance

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing \$335,322 from FY 2018 levels. Major drivers are higher costs for City retiree health insurance (\$174,940) and premiums for the City's liability property insurance accounts (\$85,000).



Non-Departmental

EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Old Public Safety Pension Plan	\$1,714,669	\$1,700,000	\$1,700,000
Fire Employee Overtime Payment	\$550,000	\$0	\$0
Additional Step at Top of Pay Scales	\$30,000	\$0	\$0
Living Wage Adjustment	\$0	\$0	\$186,344
VRS, Line of Duty, and OPEB Budgeted Rate Change	\$0	\$0	-\$1,779,489
Health Insurance Budgeted Rate Change	\$0	\$0	-\$1,249,919
Total Expenditures (All Funds)	\$2,294,669	\$1,700,000	-\$1,143,064

Employee Compensation Related Items

Employee Compensation provides funding for a closed City Public Safety Pension Program (\$1.7 million). Additionally, the FY 2019 budget includes funding (\$186,344) to increase the Living Wage rate from \$14.13 to \$15.00 per hour. These increases are offset by changes to the anticipated VRS, Line of Duty, and OPEB contribution rates (-\$1,779,489) and Health Insurance budgeted rate changes (-\$1,249,919). These decreases are largely driven by late changes in retirement and health insurance benefit rates.

The FY 2019 health insurance rates set in January based on the most recently available data and the addition of a stop-loss insurance option is a 2.2% increase in United Health Care and no change in Kaiser Permanente which nets to a 1.4% increase overall. The increase originally included in departmental budgets was 8.1% for both UHC and KP based on data available from the City's health insurance consultant in the fall and not including a stop-loss option. The \$1,249,919 dollar savings resulting from the revised rates has been budgeted in Non-Departmental in the proposed budget and will be reallocated to departments in the approved budget. Also in January, a recalculation of retirement benefit annually required contributions resulted in a revision in some of the rates originally used to develop departmental personnel budgets that produced a net savings of \$1,779,489 which has also been budgeted in Non-Departmental for distribution to departmental budgets in the approved budget.

These decreases are budgeted in the Non-Departmental budget as part of the proposed budget but will be distributed to department budgets in the approved budget.

OTHER OPERATING EXPENSES

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Summer Interns	\$0	\$75,000	\$75,000
Other Expenditures	\$1,984,850	\$193,416	\$193,416
City-wide Vacancy Savings Factor	\$0	\$0	-\$1,515,974
Total Expenditures (All Funds)	\$1,984,850	\$268,416	-\$1,247,558

Other Operating Expenditures

Other Operating Expenditures includes level funding (\$75,000) for summer interns. The section also includes a decrease of \$1,515,974 due to an increase in City-wide vacancy savings. As part of the FY 2019 budget development, OMB reviewed prior year personnel spending and determined that the amount of salary and benefit savings assumed to be realized as a result of position vacancies could be increased responsibly from \$2,890,556 to \$4,453,508 in the proposed budget. Because it can be reasonably expected that the City will save \$4.5 million due to vacancies but not as easily predicted in which departments the savings will occur, the \$2.9 million base vacancy savings remains spread across the City in individual departmental budgets while the \$1.5 million incremental increase has been budgeted in Non-Departmental.



Non-Departmental

CONTINGENT RESERVES

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Contingent Reserves	\$0	\$775,931	\$1,750,000
Total Expenditures (All Funds)	\$0	\$775,931	\$1,750,000

Item	Description/Impacts	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET		\$775,931
All	Remove one-time FY 2018 funding of \$775,931 for Red Light Cameras, Sheltercare, Youth Scholarship Fund, and Early Childhood initiatives.	(\$775,931)
General Contingency	Reserves funding for policy initiatives that will either be developed during the budget deliberation process or during the course of FY 2019.	\$150,000
Opioid Management Contingency	If potential federal and state grants are not forthcoming, this contingent could provide funding for implementing priority initiatives identified by the City of Alexandria Opioid Work Group (OWG), as well as working with local healthcare providers to develop a coordinated and immediate response plan for individuals who have overdosed to ensure the immediate availability of addiction recovery services.	\$100,000
Public Safety Recruitment and Retention Initiative	Reserves funding for investments in improving the Recruitment and Retention Capabilities of public safety personnel and will better enable the City to address increased regional competition for public safety personnel which has caused the City's public safety pay compensation to slip. The Human Resources Department, public safety leadership, and employee groups will be studying this initiative during FY 2019 and this will provide funding to implement their recommendations, targeted for the fall and winter of FY 2019.	\$1,500,000
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET		\$1,750,000



Non-Departmental

RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed
Response to Snow & Ice Emergencies	\$606,666	\$850,000	\$850,000
Total Expenditures (All Funds)	\$606,666	\$850,000	\$850,000

Response to Emergencies

City snow and ice management budgets are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets. The FY 2019 proposed budget maintains funding at FY 2018 levels.

Office of Performance & Accountability



The Office of Performance and Accountability (OPA) analyzes data and processes to inform decisions and improve services delivered to Alexandria.

Department Contact Info

703.746.3729

<http://www.alexandriava.gov/Performance>

Department Head

Greg Useem



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$364,757	\$426,336	\$401,985	(\$24,351)	-5.7%
Non-Personnel	\$75,475	\$94,900	\$84,475	(\$10,425)	-11.0%
Total	\$440,232	\$521,236	\$486,460	(\$34,776)	-6.7%
Expenditures by Fund					
General Fund	\$440,232	\$521,236	\$486,460	(\$34,776)	-6.7%
Total	\$440,232	\$521,236	\$486,460	(\$34,776)	-6.7%
Total Department FTEs	4.00	3.00	3.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2019 budget for the Office of Performance and Accountability decreases by \$34,776 or 6.7% from FY 2018 levels. This is due to a decrease in employee benefit rates and efficiency savings from a change to new performance dashboard software.



PERFORMANCE INDICATORS

Strategic Plan Indicators Supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77% (fiscal year).

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of analysis and dashboard projects in queue</i>	-	-	61	70	N/A
<i>Number of analysis and dashboard projects in progress</i>	-	9	17	10	N/A
<i>Number of analysis and dashboard projects completed</i>	4	13	17	10	10



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	3.00	\$521,236
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$24,351)
Office of Performance & Accountability		
Performance dashboard reduction — The department is transitioning to a new company and platform for the City's performance dashboard system. FY 2019 will be the first full-year of the new software implementation.	0.00	(\$10,425)
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	0.00	\$486,460

Office of Performance & Accountability



PERFORMANCE & ACCOUNTABILITY

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$364,757	\$426,336	\$401,985	(\$24,351)	-5.7%
Non-Personnel	\$75,475	\$94,900	\$84,475	(\$10,425)	-11.0%
Total Program Expenditures (All Funds)	\$440,232	\$521,236	\$486,460	(\$34,776)	-6.7%
Total Program FTEs	4.00	3.00	3.00	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Surveys	Coordinate and conduct rigorous surveys and provide results so that decision makers know how the community and employees feel about the services that are delivered in support of data-driven decisions
Performance analysis	Perform data and process analysis to provide objective, data-driven findings and recommendations to solve problems and improve service delivery
Performance dashboards	Provides the public and departments with performance indicators for public transparency and in support of data-driven decisions

Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the electoral process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public

Department Contact Info

703.746.4050

<http://alexandriava.gov/Elections>

Department Head

Anna Leider



EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Expenditures By Character					
Personnel	\$897,295	\$830,673	\$847,952	\$17,279	2.1%
Non-Personnel	\$398,904	\$371,645	\$392,683	\$21,038	5.7%
Total	\$1,296,199	\$1,202,318	\$1,240,635	\$38,317	3.2%
Expenditures by Fund					
General Fund	\$1,296,199	\$1,202,318	\$1,240,635	\$38,317	3.2%
Total	\$1,296,199	\$1,202,318	\$1,240,635	\$38,317	3.2%
Total Department FTEs	6.60	6.60	6.60	-	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increase by \$17,279 or 2.1% due to annual salary and benefit increases.
- Non-personnel expenditures increase by \$21,038 or 5.7% . This is largely due to an increase in office space rental costs.



PERFORMANCE INDICATORS

Key Department Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	Target
<i>Number of voters per election officer in general elections</i>	134.26	134.18	147.25	135.00	135.00
<i>Percent of registration transactions completed without error</i>	98.68%	98.41%	98.19%	99.00%	99.00%
<i>Percent of registration transactions completed online</i>	12.20%	22.90%	60.10%	75.00%	80.00%
<i>Percent of absentee ballots sent within one day of receiving completed absentee ballot application</i>	98.98%	98.99%	98.54%	99.00%	100.00%

Office of Voter Registration & Elections



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2018 APPROVED ALL FUNDS BUDGET	6.60	\$1,202,318
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$53,040
All Programs Savings are anticipated due to more efficiently scheduling part-time staff. Savings will be achieved with no reduction in service.	0.00	(\$12,918)
All Programs Cell phones will no longer be purchased for Chief Election Officers to be used at polling places on election days. Officers will use their personal cell phones and receive a reimbursement.	0.00	(\$1,775)
TOTAL FY 2019 PROPOSED ALL FUNDS BUDGET	6.60	\$1,240,665

Office of Voter Registration & Elections



VOTER REGISTRATION & ELECTIONS

Expenditures by Character	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	\$ Change 2018 - 2019	% Change 2018 - 2019
Personnel	\$897,295	\$830,673	\$847,952	\$17,279	2.1%
Non-Personnel	\$398,904	\$371,645	\$392,683	\$21,038	5.7%
Total Program Expenditures (All Funds)	\$1,296,199	\$1,202,318	\$1,240,635	\$38,317	3.2%
Total Program FTEs	6.60	6.60	6.60	0.00	0.0%

SERVICES PROVIDED BY PROGRAM

Service	Description
Voter Registration	Maintain an accurate list of registered voters in Alexandria so all qualified City residents have the opportunity to participate in the electoral process.
Elections	Conduct accurate, fair, and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia.
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.